

Management News

Business Conditions and Forecasts

AMERICAN
MANAGEMENT
ASSOCIATION
330 WEST 42nd ST
NEW YORK 18

VOL. 22, No. 2

FEBRUARY 25, 1949

President's Scratchpad

LAWRENCE A. APPLEY



The University Is the Business of Business

A YOUNG man stands at the threshold of life. Background, circumstance and his own decision determine whether he takes on the robes of the ecclesiastic, the mortar board of the teacher, the brief case of the business man or the appropriate symbol of some other activity in life. In many cases, the direction he takes is a result of pure chance.

Consider this same young man at middle life. First think of him in the robes of a minister or priest. Consider his demeanor, his basic attitudes and philosophies and the type of influence he exerts upon others. Think of him next as a college professor and then as a business man. In each case there is a distinct difference in his beliefs, his attitudes and utterances on major problems and issues of life. He is, however, the same individual. Varied types of activities have conditioned him differently.

If the college professor could also live the life and experience the associations of the business man, he would think and teach quite differently. If the business executive could also live the life of the college professor, his reactions would vary from those which he has when his entire life is restricted to the business world. When one individual can turn out to be so different according to the activity in life which he follows, think how much greater the differences are when the individuals are unrelated.

There is quite a gap between the professors on many of our college campuses and the average business executive today. This is, in my opinion, reaching a most unfortunate stage. At some points it is an undisputed assumption that the college professor and the business executive are opponents.

This situation has been contributed to by the development of certain prejudices arising from the advent of the New Deal. Practically a mass movement from the campus into Government found business men subject to controls and supervision of one kind or another, being exercised by academicians as a part of planning and controlling the economy. The increasing number of faculty in Government-financed educational institutions hasn't helped in the development of closer relationships between university and business.

(Continued on page 2)

Trends in Business

General Outlook

Unemployment is now estimated to be in the neighborhood of 3,000,000, a figure which is not, by itself, alarming but which represents a rather disquieting rise over the last month or two.

General opinion seems to be that the lush days of the boom are over for most industries, but that it is still too early to tell whether or not a genuine recession is in the making. The break in the commodity markets last February, it will be remembered, produced a wave of pessimism, which was later dispelled when the boom gathered strength again in the summer and autumn.

One factor which will make for added inflationary pressure later in the year is government spending. At the AMA Finance Conference in January, Ralph J. Watkins, Director of the Office of Plans and Programs, National Security Resources Board, estimated that the National Security Programs will result in maximum incremental demand for both direct and indirect manpower in the neighborhood of one-half million workers over the next two years or so. But against this must be set the fact that the increase in labor force for the calendar year 1949 will be about 800,000.

Personal Income

Personal income in December rose to an annual rate of \$220.8 billion, as against an average of \$214 billion for the year, 9 per cent over 1947. The December rise, the Commerce Department states, was due to rises in proprietors' incomes, dividends, etc., and not to any upward movement in wages and salaries. Average weekly wages in manufacturing, however,

(Continued on page 2)

President's Scratchpad

(Continued from page 1)

What a paradox this is! Whether through taxation or private endowment, the educational institutions of this country depend to a large extent upon the work of business executives. And these executives also represent a large market for products that come out of the institutions. The perpetuation of American business and industry is dependent upon what the public and private institutions of this country are turning out. What a terrific waste results when the teacher and the boss do not collaborate closely in the development and supervision of young America!

There are an increasing number of programs and instances for bringing educational and business executives together for an exchange of viewpoint for mutual breadth and education and for collaboration. There are at the same time too many examples of refusal on the part of the business executive to participate.

Labor unions are to be commended for the ready and complete cooperation with the educational institutions of this country. When they are called upon to send representatives to a college or high school program for some particular contribution, they respond immediately and effectively. There has not come to my attention one single instance of refusal. If the attitude of a college professor as a result of this kind of cooperation has been pro-labor, is it anything to be amazed at? Is it reasonable to believe that such a pro-labor attitude will be modified in the slightest when that same professor finds it practically impossible to get any management representation on the same program?

Whatever the thinking and the teaching of a college professor happens to be, it is what it is because of the associations and experiences to which his particular type of life has restricted him. That goes for the business executive too. The best way I know to broaden the viewpoint of either is to increase the contacts between the two.

Some of the philosophies and teachings that are being expressed on college platforms today are not matters merely for alarm and condemnation. They are matters of concern, challenge, opportunity and responsibility. They cannot be altered or eliminated by edict, legislation or money. They can be by personal contact which forms friendships, by discussions which enlighten and by joint efforts which require cooperation and collaboration and result in joint attainment.

You bring viewpoints together by bringing people together. You reduce causes for concern by getting to know the people who concern you. You are much more optimistic about the future when you are doing something tangible to insure it. Don't wait for the invitation to participate in the programs and activities of our public schools and our colleges and universities, public and private. Go offer your services; they will be accepted so quickly and enthusiastically you will be startled.

The evidence is overwhelming. The university is the business of business. It's the responsibility of business. Let's not continue to flub this one.

Trends in Business

(Continued from page 1)

rose between November and December, from \$54.57 to a new high of \$55.01.

Failures

Failures in January numbered 566 (Dun & Bradstreet), and were up almost 60 per cent from the corresponding month of a year ago. Liabilities involved in the January failures, while lower than at any time in the last six months, exceeded those of any January since 1939.

Construction

Value of construction put in place in January is estimated at \$1,261 million, considerably below last August but well above the \$1,157 million figure for January, 1948. "It would not be surprising," says *Business Week*, "if the spring pickup in building were delayed by the many uncertainties. That would drive costs down a bit, encourage a better than seasonal upswing later in the year."

Distribution

Retail volume in the first two weeks of February dipped slightly below the level of a month ago, but was about equal to that of the corresponding period of a year ago.

Promotions and clearance sales in January helped to boost retail dollar volume moderately above that of a year ago, and the decline from December was less than seasonal.

Production

Production is down in many lines, but continues high in automobiles and steel. Steel output in the latest week for which figures are available was running at 100 per cent of capacity and the production of cars and trucks at 106,688, or about 30 per cent above a year ago.

Farm Income

Farmers' cash income—from marketings and government payments combined—was higher in 1948 than in any previous year in history. The Department of Agriculture estimates it at \$31.3 billion, an increase of 2.7 per cent over 1947.

"Present indications are," the Alexander Hamilton Institute states, "that 1948 represented the final year of this upward trend. With the price average of farm products in January showing a decrease of 12.7 per cent from the level of a year ago and with the recent sharp break in grain prices indicating that the price trend is still downward, the prospect is that farm income will be lower than in 1948."

Sources:

ALEXANDER HAMILTON INSTITUTE
BROOKMIRE, INC.
BUSINESS WEEK
CLEVELAND TRUST COMPANY
DUN'S REVIEW
FEDERAL RESERVE BANK OF
NEW YORK
NATIONAL CITY BANK

Research

Making a Wage Survey¹

Reasons for making a wage survey • A wage survey may cover rates for comparable jobs in either:

- a. A particular labor market, which may be a town, a city and its suburban area, perhaps a region or the economy as a whole; or
- b. An industry. This type is probably less important than the labor market survey because it may not permit comparisons with wages paid by local employers.

If a wage survey is well conducted and takes into account not only wages, but also the "net" advantages and disadvantages of different jobs and similar competitive jobs, it can be of great value. It may enable a company to ascertain whether a change in wage rates is necessary to procure an adequate labor supply. It may help the firm to demonstrate to the workforce that rates are fair in comparison to those paid by other companies, and so contribute to employee satisfaction. The data will be helpful also in negotiating a new labor agreement, in arbitration cases, and in discussing rate grievances. Wage survey data are of especial significance for hearings before public bodies, such as Congressional committees, fact-finding boards, public service commissions and rate-making boards, because facts count heavily in their deliberations.

Extent to which wage surveys are made •

How common are wage surveys? It is not possible to give any general figures on the extent to which the practice of making wage surveys is followed, but it can be stated that the number of companies using them has greatly increased in the last ten years, and that the surveys tend to be made more frequently (once or twice a year) and so are probably more up to date and complete than they were in the past. Professor Richard A. Lester of Princeton University in his study, *Company Wage Policies: A Survey of Patterns and Experience*² found that of "95 companies supplying information, 90 stated that they used wage surveys for the purpose of establishing and adjusting the levels of their wages. Fifty-two of the 90 not only utilize wage surveys compiled by employer organizations and other companies but also make surveys of their own. Of the five firms replying that they do not make use of wage surveys, two are small clothing manufacturers with about 100 employees and the other three are cotton textile or steel companies with 4,000 to 16,000 employees."

So valuable may these wage data be that one trade association noted for the thoroughness of its wage surveys believes two-thirds of its members might cancel their subscriptions if this service were discontinued.

Who makes wage surveys? • Wage surveys are most commonly made by individual companies, groups of companies, government agencies, labor unions, or universities.

When an *individual company* makes a wage survey it can obtain just those data which are adapted to its own requirements ("tailor-made"). It can get the speediest possible results and the most up-to-date figures. On the other hand, one company by itself may be less likely to obtain the desired data than a group of firms which exchange data, for the information obtained for one firm may not be of much interest to others, and the companies queried may have little to gain by cooperating. Finally, an individual survey may often be more expensive than a group survey. Because of the disadvantages, individual company surveys are probably conducted less frequently than group surveys, unless the company is large in the sense that it has many branch plants or offices; for example, some of the large electrical equipment companies, some of the big oil firms, some of the department and chain stores conduct their own surveys. An important employer in the local community, such as a public utility, may do so also (viz. the local telephone company wage surveys).

A *group of companies* is more likely to get detailed information than one firm by itself. The resulting data may be more accurate, for the larger the number of companies surveyed, the larger the returns may be, and the larger the sample returns, the more reliable the averages and summaries are likely to be. When a group of firms participates in the survey, each is more willing to take part and to make a contribution. Also, the expense per company is probably considerably less than for the individual investigator. The cost of one thorough community wage survey by the Chamber of Commerce of Eastern Union County, N. J., totaled about \$4,500 for 45 companies (1948). On the other hand, a group survey may take longer than one conducted by an individual company, because of the need for consultation and agreement. There is less secrecy. Important and representative firms may be omitted for reasons of competition, jealousy, etc. The whole survey may be reduced to the lowest common denominator, i.e., each participant may not wish to contribute more than the least cooperative in the group. Also, participants may have to do a good deal of work which is helpful to others, but not to themselves, and the final results may not be immediately useful to them.

Government agencies often have considerable resources—in terms of both money and authority—for collecting wage data. The projects may be thorough and on a large scale, the results detailed, yet broad in coverage. On the other hand, the data may be usable only nationally or over a wide region. Results may be delayed and not available when needed, because of the length of time often required to set up the project, collect the data, interpret and check them, and finally to print and distribute the results. Prominent among the agencies making wage surveys have been the Bureau of Labor Statistics and some of the military departments of the government.

¹ This article embodies information obtained by AMA through interviews and correspondence with company representatives and others experienced in wage survey techniques. Particularly helpful material was obtained from Benjamin F. McClancy, General Manager, Associated Industries, Cleveland, and from *How to Make a Wage Survey*, by David W. Belcher and Herbert Heneman, Jr., Technical Report Series No. 2, Industrial Relations Center, University of Minnesota, 1948, mimeographed.
² Industrial Relations Section, Princeton University, Princeton, N. J., 1948, p. 10.

Because precise and up-to-date information on wages is a valuable weapon in collective bargaining and important in the handling of wage rate complaints, labor unions generally find it necessary to be well supplied with wage data. They may be able to get the information quickly and quite inexpensively, since a contract made by any part of the membership often has to be submitted to the national office, and changes in scale are frequently reported to headquarters as soon as possible. As a result, a number of unions have complete records of the nature of the jobs in their industries and the rates paid for each under every contract. These are sometimes published in the union papers or in special reports.

Increasingly universities are making wage surveys in an attempt to reach broad conclusions on the behavior and determination of wage rates. These studies usually appear only some time after the data have been collected. In addition, they are not likely to be immediately useful in judging the wage problems of a particular firm. On the other hand, they are usually accurate and thorough. Most important of all, they may throw new light on the behavior of wages and aid the technique of wage determination.

Survey media • The wage survey may be undertaken by telephone, mail, or personal interview. The phone interview has the advantage of speed, but results may be quite inaccurate because they can usually cover only a few jobs, the qualifying data are generally omitted, and no immediate check is possible. Mail data are usually inexpensive also, but have disadvantages of their own. The questions may not be formulated clearly enough. There may be considerable variation in the knowledge and competence of the respondents, in the interest they take and the time they spend preparing the answers, and no check on any of these factors can be made. Thus, interviews may prove to be the most accurate medium, though they may be more expensive and time-consuming than checks by telephone or mail. The questions can be made explicit enough to avoid misunderstandings, the jobs more accurately described and compared, unrepresentative rates can be excluded, and the answers tested for accuracy. Possibly only one personal interview may be required to arrive at a full understanding of the procedures necessary for accurate mail surveys.

Careful preparation is clearly desirable for any type of wage survey. The objectives need to be formulated, i.e., the type of data required (nature of the jobs, number, frequency and speed of collection, use to which data are to be put). All participants should have ample opportunity to express their wishes and the resulting inquiry should be generally approved. Top management support of the venture is helpful in getting funds, competent participation and enough time. The questionnaire itself should be approved by the participants, who should also be informed in advance when to reserve time for supplying the information. The questionnaire should include a statement of purpose and methods of analysis, and it should be clear and unequivocal in language.

Selection of data to be surveyed³ • The selection of the data to be surveyed involves: (1) selection

of jobs to be priced; (2) selection of companies to take part in the survey; (3) selection of localities to be studied.

Selection of jobs to be surveyed • In selecting the jobs to be priced emphasis should be placed on "key" or representative jobs, i.e., those from which a number of other jobs can be priced. The whole set of jobs selected should fairly cover the companies' actual set of jobs. The jobs selected should be easy to describe and to identify. They should be well-known and comparable with those of other companies included in the survey (random rates, i.e., unplanned rates, are difficult to compare). They should be competitively priced in the sense that the forces of supply and demand act fully in the determination of their prices and that a relatively large number of people are engaged on them. Where there is collective bargaining, the jobs should represent those typical in the bargain. The actual number of jobs to be priced varies according to the types of jobs, the number of firms and localities included, the objectives of the survey, and the time and money available. One proposal has been made to study a lower limit of ten and an upper limit of 400 jobs, with a range from 20 to 30 as the optimum.

Selection of companies to be surveyed • The choice of firms included in the survey depends to a large extent on their willingness to cooperate, on the type of job comparisons desired and the localities to be covered. It is usually more important to survey firms with similar jobs than those in the same industry. Also, it is helpful to include firms which have developed personnel standards, especially in the field of job description. A high degree of similarity is desirable. Larger firms may have better data than small ones and the resulting averages, involving more jobs, may be more reliable. It is preferable to have a good sample of companies in a few key spots rather than scanty coverage in many areas.

Selection of localities to be surveyed • For an individual city it is preferable to choose the local labor market area (areas covering possible traveling distances from work may be surveyed) rather than the political boundaries. In this way the economic unit rather than an irrelevant political unit is surveyed. This also makes it easier to select a representative sample and to make the survey with fewer firms.

When a regional or nation-wide survey is made, the labor markets selected should be representative in the job areas studied; they should yield accurate and a large enough number of data, they should disclose the differentials and should be important for the particular set of jobs surveyed.

ERNEST DALE

NOTE: AMA will be grateful to companies and other organizations which will send in reports on their wage survey methods, or their experience in making wage surveys, as well as copies of completed surveys.

³ Much helpful material for this section has been obtained from Professor Joel P. Dean of the School of Business, Columbia University, and his paper "Geographical Salary Administration," *AMA Personnel Series No. 114*, pp. 24-42. The material in this section is not concerned with intra-plant job evaluation in eliminating inequities or restoring differentials between jobs in the same plant. Space is not available to discuss the nature of the wage information which might be collected.

Listening Post

JAMES O. RICE



Fourth round arguments

• Now that the cost of living is dropping, it has been suggested that the unions will have to find new arguments on which to base their demands for a fourth round of wage increases. Some intimation of what those arguments will be appeared in the statements of the CIO representative who took

part in the collective bargaining panel session which was a feature of AMA's Midwinter Personnel Conference in Chicago. Highly effective replies to these arguments were provided by the management representatives on the panel, but for the extent to which they indicate union thinking, here are some of the labor comments.

"In the first place," said Everett M. Kassalow, Assistant Director of Research for the CIO, "there is the major consideration that has always moved unions: Too many workers, as we see it, do not have at this time an income sufficient to maintain any sort of a decent standard of living. In addition, if you take any fair benchmark—let us say the middle of 1946—you will find that real weekly earnings of manufacturing workers have made no progress. Here you have national income increased, between that time and the fourth quarter of 1948, by nearly one-third; and yet there is no gain at all in real weekly earnings.

"In the second place, the \$20 billion profit level—\$20 billion after taxes—is just something staggering, to me at least. It is hard for me to believe that there is no ability to pay—if you want to use that phrase—on the part of at least major sections of American industry."

Later on, Mr. Kassalow again stressed the "ability to pay" concept. Professor Martin Bronfenbrenner, University of Wisconsin, had suggested that round after round of wage increases could produce one of two results: (a) a continually rising price level; or (b) "bigger and better price controls, with profits taking the beating as the result." In the more left-wing unions, he said, it is sometimes held that shaving down profits offers a backdoor approach to socialism, since companies that cannot operate profitably can be taken over more easily by the government.

"If we are going toward that back door," Mr. Kassalow replied, "we are certainly a long distance from it. Profits in 1939 were about \$5 billion; in wartime, about \$10 billion, and in 1948, \$20 billion. Unions certainly do believe that there is a good amount of give in the American economy in many areas, and that wage increases can be paid without any great increase in prices. I think that part of the answer lies in getting management to adjust itself to higher break-even points."

What about small employers, who perhaps cannot meet the increases as well as large ones? In general, Mr. Kassalow insisted, small employers have increased their profits—as a percentage of net worth or as a percentage of sales—much more than large ones. Indi-

vidual cases, he said, would get individual attention, but "unions would be in a bad condition if as universal policy, they decided to befriend marginal producers who, for many reasons, perhaps are better off out of the industry." However, he added, "I think most of you know that your own employees have a pragmatic approach to this problem. I don't think you can cite many instances, even in the years of patterns, where unions have actually forced companies out of business."

Fringe or core? • Some day a patient student will devote adequate attention to one aspect of industrial relations that has long needed examination: namely, the language of the field. Such research would be revealing, and its fruits of the greatest service to all concerned. "Language," in the sense suggested, refers to the semantical values of the words in which the discussion of industrial relations proceeds.

If, to the business executive, this seems excessively abstruse, a matter of concern only to the academic mind, let him consider the phrase, "fringe benefits." To most of us the word "fringe" conveys the idea of picayune, unimportant, non-essential things. It is the opposite of "core"; it is the extremity away from the center, the periphery, the dispensable and expendable part of an object.

But what do we mean when we use the industrial relations phrase "fringe benefits"? Something extra, something unimportant, something that doesn't matter one way or the other? Obviously not and obviously we need a new deal in the words used in labor relations. Studies reported in the August issue of the *Management News* indicate that fringe benefits may amount to as much as 20 to 30 per cent of the payroll. One executive who has done a little figuring on the subject reports to AMA that in his company the cost of fringe benefits is equal to the company's net profit.

But even this is not the most important aspect of the matter. Basic wage rates go up or down, but the "fringe" once granted is in large measure fixed, regardless of company prosperity, productivity, or individual efforts. In other words, the fringe is actually the core.

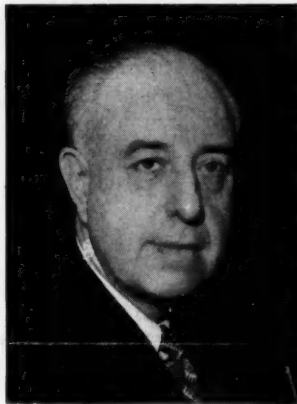
Size of personnel staff • How many people should there be on the personnel staff in relation to the number of employees in the plant? The answer, of course, depends on the number and kind of personnel activities being conducted, and it is hardly possible to state a figure that will cover all situations. However, at the Chicago Personnel Conference, members of the panel on "bread and butter" personnel problems agreed that one to 100 is a fairly usable rule of thumb.

"If the personnel department handles a full program—including labor relations, safety, employee services, etc.—I'd say that about one to 100, or 1¼ per cent of payroll is the least you could get by with," one panel member stated. A member of the audience reported that a survey conducted by the Indianapolis Personnel Association showed that the average in that city was one to 100, excluding plant guards and cafeteria help.

Activities of the AMA

Marketing Men to Hear Of Television Prospects

Joseph B. Elliott, Vice President, Radio Corporation of America, will speak on "The Impact of Television on Marketing Methods," at the AMA Marketing Conference, scheduled for March 17-18 at the Hotel Statler, New York City. His talk will cover such things as how to use television most effectively, what to expect of it in the future, and how to prepare for it.



W. E. JONES

The economic outlook, market research, selection and training of salesmen, and sales promotion techniques will be among other topics discussed. W. E. Jones, Vice President, The Scranton Lace Company, and AMA Vice President for the Marketing Division, is in charge of arrangements for the meeting.

"Market Research Without a Market Research Department," an address by J. C. Capt, Director, Bureau of the Census, will detail the sources of information available to any business which can be used as a basis for simple yet effective market research. In a talk on "Sharpening the Sales Effort Through Market Research," F. R. Ficken, Manager, Marketing Research, Esso Standard Oil Company, will show how the facts gathered by market research can be used most effectively.

Other topics and speakers will include: "The Effect of the European Recovery Program on Marketing Management," by Paul G. Hoffman, ECA Administrator; "Economic Guideposts to Marketing Planning," Edwin B. George, Economist and Associate Editor, *Dun's Review*; "Determination of Pricing Policy Under Competitive Conditions," Dr. Joel P. Dean, Professor, Business Economics, School of Business, Columbia University.

"Sales Promotion Techniques in the New Market," Philip Salisbury, Editor, *Sales Management*; "A Proven Plan for Improving the Selection of Salesmen," T. N. Griffith, Sales Education Director, Standard Register Co.; "Revitalizing the Sales Force for a Competitive Market," by Kenneth R. Beardslee, Vice President in Charge of Sales, Carboloy Co.; "Increasing Sales Through Distributor Cooperation," by Wilbur C. Stauble, Executive Vice President in Charge of Sales, Hol-Krome Screw Corp.

The closing session on the afternoon of March 18, will be devoted to a panel on "The Marketing Approach to the Approaching Market." Taking part will be A. L. Nickerson, Director of Domestic Marketing, Socony-

Vacuum Oil Co.; Don G. Mitchell, President, Sylvania Electric Products, Inc.; Richard Wellbrock, Sales Manager, New Jersey Machine Corp.; and Robert A. Whitney, President, National Federation of Sales Executives. Alvin E. Dodd, Honorary President of AMA, will be chairman.

Over 200 Firms to Exhibit In Packaging Exposition

The 18th annual AMA National Packaging Exposition, to be held May 10-13 in the Public Auditorium in Atlantic City, will be the largest in Association history, both in number of exhibitors and in amount of floor space used. More than 200 exhibitors will utilize 110,000 square feet to display developments in packaging, packing and shipping machinery, equipment, materials, design and services.

The annual three-day AMA Conference on Packaging, Packing and Shipping will be held in the Auditorium also, May 10-12, and will be concurrent with the Exposition.

Arrangements for the Packaging Exposition are being made by the Exhibitors Advisory Committee of which J. M. Cowan, Manager for Market Development, The Dobeckmun Company, is chairman. Assisting him are A. B. Clunan, Manager, Direct Packaging Sales, Pliofilm Department, The Goodyear Tire and Rubber Company, Inc.; N. A. Fowler, Director, Sales and Research, General Box Company; Robert D. Handley, Advertising Manager, Sylvania Division, American Viscose Corporation; D. S. Hopping, Director, Sales Development, Celanese Plastics Corporation; Samuel Y. Hyde, Sales Promotion Division, American Can Company; M. P. Junkin, Sales Manager, National Metal Edge Box Company; C. F. Manning, Vice President, Reynolds Metals Company; E. J. Marsh, Secretary-Treasurer, Marsh Stencil Machine Company; Paul Meelfeld, Manager, Advertising and Sales Promotion, The Hinde and Dauch Paper Company; Tom Miller, Vice President in Charge of Sales, Package Machinery Company; K. M. Peterson, Advertising Manager, Pneumatic Scale Corporation, Ltd.; L. L. Pilliod, Sales Manager, The Pilliod Cabinet Company; Paul Thompson, Advertising and Sales Promotion Manager, Sherman Paper Products Corporation; James Turnbull, General Sales Manager, Plastics Division, Monsanto Chemical Company; Mills W. Waggoner, General Manager, Better Packages, Inc.; Richard Wellbrock, Vice President in Charge of Sales, New Jersey Machine Corporation; Ben M. Williams, Manager, Sales Promotion, Gaylord Container Corporation.

Personnel to Carry Reports Of Research in Universities

In the March issue of *Personnel*, AMA bi-monthly magazine, a new department will be inaugurated: "Personnel and Industrial Relations Research in Universities." More than 50 universities are being asked to contribute reports.

